

NAVAIRINST 12412.1D  
AIR-7112  
6 January 1993

NAVAIR INSTRUCTION 12412.1D

From: Commander, Naval Air Systems Command

Subj: SENIOR EXECUTIVE MANAGEMENT DEVELOPMENT PROGRAM

Ref: (a) FPM Chapter 412, Executive, Management, and  
Supervisory Development  
(b) SECNAVINST 12410.22A, Civilian Employee Training and  
Career Development  
(c) OCPMINSTR 12412.1, Department of the Navy Executive,  
Management, and Supervisory Development  
(d) NAVAIRINST 12410.10E, Naval Aviation Executive  
Institute

Encl: (1) Senior Executive Management Development Program  
Implementation Guidelines  
(2) Senior Executive Management Development Program  
Competencies  
(3) Senior Executive Management Development Program  
Selection Process  
(4) Senior Executive Management Development Program  
Individual Development Plan  
(5) Senior Executive Management Development Program  
Semiannual Progress Review

1. Purpose. To establish policies and procedures for implementing the Senior Executive Management Development Program (SEMDP) within the Naval Air Systems Command (NAVAIR). Participation in the program is also extended to the Program Executive Office for Air Anti-Submarine Warfare, Assault, and Special Mission Functions (PEO(A)); Program Executive Office for Cruise Missiles Project and Unmanned Aerial Vehicles Joint Project (PEO(CU)); Program Executive Office for Tactical Aircraft Programs (PEO(T)); and the Direct Reporting Program Manager for Medium Attack Aircraft (DRPM(AX)).

2. Cancellation. This instruction supersedes NAVAIR Instruction 12412.1C of 7 February 1990. Forms NAVAIR 12412/7, 12412/8, 12412/9, 12412/10, 12412/11, and 12412/12 are superseded by forms NAVAIR 12412/7 (11/92), 12412/8 (11/92), 12412/9 (11/92), 12412/10 (11/92), 12412/11 (11/92), and 12412/12 (11/92). Since this is a major revision, changes are not indicated.

3. Background. Reference (a) requires all federal agencies to establish executive and management development programs.

References (b) and (c) provide Department of the Navy guidance on implementing executive and management development programs. NAVAIR has demonstrated its commitment to executive and management development by establishing the Naval Aviation Executive Institute (NAEI) in reference (d) and implementing SEMDP.

4. Discussion. This instruction incorporates changes to selection procedures and additional core developmental activity requirements, discontinues the Civilian Materiel Professional and Technical Functional Management tracks, further clarifies the roles of officials responsible for program implementation, and updates administrative forms. Guidance is provided in enclosures (1) through (5).

5. Action. Addressees will:

a. ensure that all eligible employees are familiar with the opportunities offered by SEMDP and its governing policies and procedures;

b. review local training and development programs and policies to ensure effective integration with the command-wide efforts encompassed by SEMDP;

c. provide visible, top level support of the program; and

d. implement SEMDP within their cognizant commands in accordance with this instruction and subsequent guidance from NAEI.

6. Responsibilities.

a. The Deputy Commander (AIR-03), as designated by the Commander (AIR-00), is responsible for overall program direction.

b. The Director, Naval Aviation Executive Institute (AIR-7112), is responsible to the Assistant Commander, Corporate Operations (AIR-07) and the Director, Human Resources Management Division (AIR-711) for command-wide management of the program and implementation within headquarters.

c. Heads of NAVAIR field activities are responsible for implementing this program in their respective activities.

7. Forms. The forms listed below are available from AIR-7112:

a. NAVAIR 12412/7 (11/92), Senior Executive Management Development Program Application.

b. NAVAIR 12412/8 (11/92), Senior Executive Management Development Program Applicant Rating.

c. NAVAIR 12412/ 9 (11/92), Senior Executive Management Development Program Applicant Rating Summary.

d. NAVAIR 12412/10 (11/92) Senior Executive Management Development Program Applicant Rankings.

e. NAVAIR 12412/11 (11/92), Senior Executive Management Development Program Individual Development Plan.

f. NAVAIR 12412/12 (11/92), Senior Executive Management Development Program Semiannual Progress Review.

R. V.  
Deputy Commander

Distribution: FKA1A (established quantity); others 2 copies SNDL: FKA1A (Deputy Commander for Acquisition and Operations, Assistant Commanders, Comptroller, Command Special Assistants, Designated Program Managers, Directorate Directors, and Office and Division Directors); ALJ1A, ALJ1B, ALJ1C, ALJ1J; FKR

Copy to: (2 copies each unless otherwise indicated)  
SNDL: C21 (1 copy); FKA1A (AIR-00D A/L (1 copy), AIR-71044 (10 copies), AIR-71043B (40 copies), AIR-7112 (250 copies)); FKM27 (NPPSO-NDW C/L)

Stocked: Commanding Officer, Navy Aviation Supply Office, Physical Distribution Division Code 103, 5801 Tabor Avenue, Philadelphia, PA 19120-5099

NAVAIRINST 12412.1D  
6 January 1993

This Page Intentionally Left Blank

NAVAIRINST 12412.1D  
6 January 1993

SENIOR EXECUTIVE MANAGEMENT DEVELOPMENT PROGRAM  
(SEMDP)  
IMPLEMENTATION GUIDELINES

NAVAIRINST 12412.1D  
6 January 1993

This Page Intentional Left Blank

Encl (1)

TABLE OF CONTENTS

I. SEMDP FRAMEWORK	<u>Page</u>
1. Introduction.....	I-1
2. Objectives.....	I-1
3. Eligibility.....	I-2
4. Policy.....	I-2
5. Program Management.....	I-3
II. SEMDP ELEMENTS	
1. Needs Assessment.....	II-1
2. Announcement.....	II-1
3. Application Process.....	II-1
4. Selection Process.....	II-1
5. Counseling.....	II-2
6. Planning.....	II-3
7. Development.....	II-4
8. Review of Progress.....	II-6
9. Administrative Controls.....	II-7
10. Program Evaluation.....	II-8

NAVAIRINST 12412.1D  
6 January 1993

This Page Intentional Left Blank

Encl (1)



PART I. SEMDP FRAMEWORK

1. Introduction.

a. The Naval Air Systems Command (NAVAIR) established the SEMDP as part of an ongoing corporate commitment to the continuous improvement of our workforce. The program provides ambitious, talented employees a systematic and coherent framework in which to clarify their career goals, develop their managerial potential, and enhance their technical and functional expertise.

While participation in SEMDP is not a prerequisite for career advancement, participants are afforded significant opportunities to develop and demonstrate their qualifications for senior and executive level positions. The active involvement of senior line officials in all facets of the program ensures its responsiveness to both individual and command needs.

b. SEMDP selection, development, and appraisal procedures are based on competencies common to all top level positions within NAVAIR; the Program Executive Office for Air Anti-Submarine Warfare, Assault, and Special Mission Functions (PEO(A)); the Program Executive Office for Cruise Missiles Project and Unmanned Aerial Vehicles Joint Project (PEO(CU)); the Program Executive Office for Tactical Aircraft Programs (PEO(T)); and the Direct Reporting Program Manager for Medium Attack Aircraft (DRPM(AX)). While core developmental activity requirements exist, NAVAIR recognizes the diversity of career paths and individual needs, and each program participant will have a development plan tailored to their specific goals and needs. SEMDP competencies are outlined in enclosure (2).

2. Objectives.

a. To support mission accomplishment through enhancement of technical, functional, and managerial talent within the senior civilian ranks.

b. To identify and develop high caliber employees consistent with their individual goals and the long term needs of the command/PEOs/DRPM.

c. To ensure the availability of qualified candidates for senior level executive, acquisition, and technical/functional management positions.

d. To foster a greater sense of common purpose and corporate identity within the senior civilian ranks of the command/PEOs/DRPM.

e. To provide positive support to NAVAIR/PEO/DRPM affirmative employment efforts.

3. Eligibility. All NAVAIR, PEOs (A),(CU),(T), and DRPM(AX) civilian employees in grades GS-12 through GS/GM-15, or equivalent wage grades, are eligible to participate.

4. Policy.

a. Consistent with federal and Department of the Navy policies, SEMDP emphasizes the systematic identification and long term development of employees who have demonstrated the capacity to assume broader technical/functional and managerial responsibilities.

b. The identification, training, and development of program participants will conform to merit and equal employment opportunity principles and will be administered in an open and impartial manner.

c. Program participants who transfer to another NAVAIR/PEO/DRPM component will automatically be entered into that component's program and counted against its ceiling. Local SEMDP officials will provide assistance to participants temporarily assigned to their component and extend access to local SEMDP activities such as special lectures or roundtables.

d. The provisions of the Privacy Act of 1974 must be followed throughout this program. The maintenance of a record system for SEMDP is authorized by Title 5, USC 4103, 4115 and 4118, and by Executive Order 3957. The following requirements must be strictly adhered to:

(1) Only information directly pertinent to program administration will be requested. The confidentiality of this information will be protected. Only authorized officials involved in SEMDP implementation or oversight will have access to it without the written authorization of the employees concerned.

(2) SEMDP records may be destroyed after 2 years.

(3) Employees are to be informed of the authority for solicitation of any personal information, the principal purposes

for which the information is needed, the routine uses to be made of the information, the voluntary nature of the information and the consequences of not providing the information.

5. Program Management .

a. The Naval Aviation Executive Institute (NAEI) is responsible for central management of the program command/PEO/DRPM-wide as well as administration of the program at headquarters. NAEI will:

- (1) promulgate policies, procedures, and forms;
- (2) provide guidance on program administration;
- (3) issue notification letters of selection/non-selection to applicants;
- (4) develop and coordinate core courses;
- (5) provide orientation, guidance, and assistance to SEMDP participants, evaluation boards, mentors, supervisors, and management officials as required;
- (6) collect program data and evaluate program effectiveness;
- (7) issue graduation certificates; and
- (8) implement the SEMDP at headquarters.

b. The head of each field activity, headquarters group, PEO, and the DRPM will appoint a SEMDP Evaluation Board (or representative in cases of joint boards). These boards will be composed of senior management officials who will be responsible for:

- (1) rating and interviewing applicants and recommendation of new participants to AIR-03/activity head;
- (2) feedback to unsuccessful applicants;
- (3) final review and approval of Individual Development Plans (IDP's); and
- (4) annual review of participant progress and decisions on the retention, removal, or graduation of participants from the program.

c. Field activity heads will designate a senior civilian management official to serve as the Senior Executive Management Development Program Officer (SEMDPO), who will be responsible for local implementation. They **will also** designate a SEMDP Coordinator to assist the SEMDPO in day to day administration of the program. Field activity SEMDPOs will:

- (1) provide program oversight at their activities;
- (2) demonstrate and ensure senior management support for the program; and
- (3) work with the SEMDP coordinator to ensure successful implementation.

d. Field activity SEMDP coordinators will:

- (1) announce the program to all eligible activity personnel and ensure application and selection procedures are followed;
- (2) provide orientation, guidance, and assistance to local SEMDP participants, evaluation boards, mentors, supervisors, and management officials;
- (3) offer special SEMDP programs for local participants, mentors, supervisors, and management officials, such as lectures, roundtable discussions, video discussion programs;
- (4) provide NAEI with pertinent information on SEMDP participants, Evaluation Board members, and mentors;
- (5) review IDPs and ensure compliance with this instruction;
- (6) monitor participant progress; and
- (7) advise NAEI of local issues affecting programmatic or operational effectiveness.

e. Each SEMDP participant will select a mentor from within the Naval Aviation Systems Team, other commands and government agencies, or private industry who has the technical and institutional knowledge, personal interest, and interpersonal skills necessary to serve successfully in this capacity. In concert with the participant, his or her supervisor, and other

officials responsible for program administration, the mentor will:

(1) facilitate development and implementation of an effective and realistic IDP;

(2) coach and assist participants in achieving their developmental objectives; and

(3) advise NAEI/local SEMDP officials and the participant's Evaluation Board on progress and recommend retention, removal, or graduation from the program.

NAVAIRINST 12412.1D  
6 January 1993

This Page Intentional Left Blank

PART II. SEMDP ELEMENTS

1. Needs Assessment .

a. NAEI will establish program ceilings for each air group, NAVAIR field activity, PEO, or the DRPM. Ceilings will be based on the component's high grade population (GM-13 through 15), anticipated vacancies within managerial and executive ranks, emerging corporate and or activity objectives, and the availability of resources.

b. Beginning in December of each year, Evaluation Boards will review the progress of incumbent participants and decide whether they should be retained, removed, or graduated from the program. Based on the ceilings discussed above and the number of incumbent participants who will be retained in the program, a target quota for new selections will be established.

2. Announcement . Information regarding the program and the selection process should be disseminated to the widest possible audience beginning in November each year. Particular effort should be made to notify special emphasis groups and those employees who are geographically detached from their activities or on extended temporary duty assignments. Informal briefings for interested employees and their supervisors will be offered during the application period.

3. Application Process . Potential applicants should be afforded 6 - 8 weeks to complete their applications. Nominations must be initiated and completed by the applicants themselves. Supervisors may encourage superior employees to apply for the program, but should refrain from instigating nominations if there is indifference or reluctance. Nomination packages will be submitted to the cognizant SEMDP Evaluation Board per local procedures. Nomination packages will include NAVAIR 12412/7 (11/92), Senior Executive Management Development Program Application, and the applicant's annual performance appraisals for the previous 3 years. A sample of NAVAIR 12412/7 (11/92) is provided in enclosure (3).

4. Selection Process .

a. Evaluation Board members will rate each applicant's demonstrated managerial potential, technical/functional proficiency, professional performance, and clarity of career goals as provided in enclosure (3). Applicants who rate highest will be interviewed. The number interviewed will be a reasonable number above the target quota and based on a "natural breaking

point" in scores. As in all phases of the selection process, merit principles must be scrupulously observed. NAVAIR 12412/8 (11/92), 12412/9 (11/92), and 12412/10 (11/92) will be used as rating and ranking worksheets. Samples are provided in enclosure (3).

b. Final selection of new participants will be made by AIR-03 at headquarters, and the heads of each field activity, PEO, and the DRPM on the basis of Evaluation Board recommendations. Field activity selections are subject to NAEI review for conformity to program policies and guidelines. Applicants should be notified no later than 1 April. Unsuccessful applicants will be offered debriefings by the Evaluation Boards.

## 5. Counseling.

a. The ongoing counseling of participants is an integral element of the program. Counseling assists in establishing realistic career goals, developing a program for achieving them, and evaluating success in meeting them.

b. The NAEI staff at headquarters and activity SEMDP officials will conduct initial orientations for participants to discuss program expectations and administrative procedures. Individual counseling will be available to discuss in greater depth individual requirements and appropriate training and development.

c. New participants will attend their first required course, "Executive Leadership and Career Development Workshop," within a few months of selection. The workshop provides an early opportunity to examine their personal career goals, leadership styles, and developmental objectives. These insights should be considered in choosing a mentor and formulating the IDP.

d. Mentors provide ongoing career guidance and support for the participants throughout the program. Productive communication between participant and mentor is essential and can be facilitated by regular meetings. These meetings should involve confidential, frank discussion of the participant's professional strengths and weaknesses, developmental needs, and career goals.

e. Supervisors should also be actively involved in participant counseling, especially on practical considerations involving workload and the scheduling of training and development.



6. Planning.

a. Developmental planning should begin with assessments derived from the selection process. Developmental requirements should be determined in light of the participant's career goals and level of accomplishment in the competencies outlined in enclosure (2).

b. After completing the "Executive Leadership and Career Development Workshop," each participant will formally designate a mentor, and, in consultation with his or her supervisor, mentor, and the NAEI staff or local SEMDP officials, formulate an IDP outlining his or her career goals, developmental objectives, and proposed training and development. The IDP should be formatted in accordance with NAVAIR 12412/11 (11/92), Senior Executive Management Development Program Individual Development Plan. A sample of this form is provided in enclosure (4).

c. Program length will depend upon the participant's developmental requirements but in no case exceed 5 years without the prior approval of NAEI. Participants in grades 12 and 13, or equivalent, will typically require 5 years to accomplish their objectives. Those entering the program at the 14 or 15 level typically develop 3 to 4 year plans.

d. While all SEMDP participants will work toward developing the same eight competencies, and will have the same core requirements, IDPs will be highly individualized and tailored to meet the specific goals and developmental objectives/needs of the participant. SEMDP competencies are outlined in enclosure (2).

e. Once the participant's supervisor and mentor have approved the IDP, NAEI or the local SEMDP coordinator will review and approve the IDP and then forward it to the cognizant Evaluation Board Chairperson for final review and approval. Plans will be reviewed to ensure responsiveness to individual and organizational needs. The IDP may be revised with the approval of the supervisor, mentor and local SEMDP officials to reflect changing career goals, developmental objectives, or significant changes in planned developmental activities. Minor changes may be documented and approved via the six-month progress reviews.

f. Selectees in the program will be in a provisional status until the IDP is received and approved by NAEI/SEMDP Coordinator and the cognizant Evaluation Board Chair.

7. Development .

a. All participants are required to complete the following core developmental activities:

(1) Executive Leadership and Career Development Workshop (NAEI) - to be completed within the first year of the program;

(2) Washington Arena Seminar (NAEI) - to be completed during the first or second year in the program;

(3) Capitol Hill Workshop, or Congressional Affairs Seminar for field activity participants (NAEI) - to be completed during the second or third year in the program;

(4) Contemporary Management Issues and Practices (NAEI) - to be completed midway through the program;

(5) The Politics of National Security (NAEI) - to be completed near the conclusion of the program;

(6) Total Quality Leadership (TQL) training (local);

(7) At least 80 hours of basic supervisory training (local);

(8) Participation in at least one TQL Process Action Team, Quality Management Board, or other TQL or Naval Aviation Systems Team "corporate" project;

(9) Written report (1-2 pages) on how he or she has implemented TQL principles in his/her organization (to be presented before a specially comprised board);

(10) At least one visit to each of the following which participant has not been assigned or toured:

NAVAIR HQ / a NAVAIR Depot / a NAVAIR Research, Design, Test, and Evaluation activity / Private Industry

(11) Attendance at a minimum of two headquarters or field activity lectures/presentations a year while in the program (e.g., SEMDP lectures, SEMDP video discussions, equal employment opportunity presentations, health and wellness presentations, and activity presentations which raise awareness of management concerns and/or local issues); and

(12) Rotational/developmental assignment to another functional area or environment for a minimum of 3 months (a waiver may be granted by the cognizant SEMDP Evaluation Board if participant has already had such experience).

b. Requests for waivers for core NAEI courses are discouraged; however, in rare instances, where significant comparable training has been completed, waivers may be granted by the Director, NAEI. In addition to the core requirements, participants are expected to include in their IDPs a variety of types of additional developmental activities tailored to their individual learning objectives and developmental needs. Those participants who fall under the requirements of the Defense Acquisition Workforce Improvement Act (DAWIA) will include DAWIA requirements in their IDPs. Scheduling of DAWIA courses will be in accordance with the processes and priorities established by the Director, Acquisition Career Management.

c. Participants are responsible for scheduling their own formal training. Requirements for NAEI sponsored courses must be identified via annual training needs surveys. Applications will be forwarded per component procedures. Field applications must be approved by the SEMDPO, SEMDP Coordinator, or NAEI contact. With the exception of NAEI sponsored seminars, all training will be funded by the participant's group or activity.

d. Participants may avail themselves of a wide variety of both formal and informal developmental activities, depending on their career goals and developmental requirements. These activities fall into three main categories: formal training and education, professional development, and developmental assignments .

(1) Formal Training . Includes seminars, workshops, and university sponsored courses that develop managerial or technical/functional knowledge and skills within relatively structured settings.

(2) Professional Development . Includes ongoing activities to update and enhance professional competencies such as attendance at professional conferences, meetings and lectures, involvement in professional societies, executive interviews, professional reading, lecturing, and publication.

(3) Developmental Assignments . Just as formal training is useful in acquiring theoretical knowledge, on-the-job training is necessary for expanding practical skills and institutional awareness. Developmental assignments provide an opportunity to

diversify experience, thus improving flexibility and adaptability. They promote the development of a corporate outlook, while simultaneously opening new lines of communication.

Assignments may be structured in a variety of ways from short term shadow assignments to 3-12 month details. Exchanges with counterparts in program offices, functional groups, or field activities are encouraged. NAEI maintains a Developmental Assignment Clearinghouse to assist individuals in arranging assignments.

8. Review of Progress .

a. At a minimum, supervisors and mentors will review participant progress during June and December of each year. Discussions with participants should focus on the developmental objectives and planned training set out in the IDP. These reviews should be documented using NAVAIR 12412/12 (11/92), Senior Executive Management Development Program Semiannual Progress Review. A sample of this form is provided in enclosure (5).

b. The documented progress reviews will be forwarded to the NAEI or the local SEMDP coordinator by the end of June and December. Participant progress will be assessed on the basis of the progress review, the current IDP, performance appraisals if engaged in a developmental detail, and consultations with the participant, supervisor, and mentor if appropriate. NAEI or the local SEMDP coordinator will make an annual recommendation in January to the cognizant Evaluation Board to retain, remove, or graduate the participant from the program. The Board's decision will be promptly communicated to the participant, mentor, supervisor, SEMDP coordinator, and NAEI.

c. A participant may be removed from the program in the following circumstances:

(1) The participant leaves the command/PEOs/DRPM or develops new career goals that would not be furthered by participation;

(2) The participant is unable to maintain a high level of professional performance; or

(3) Little or no progress is made in completing developmental activities (barring extenuating circumstances).

d. Once removed from the program, individuals must reapply during the normal selection cycle should they desire reinstatement.

e. A participant who anticipates a prolonged increase in workload or other circumstances that will negatively impact program completion may petition to voluntarily withdraw from the program. The participant's Evaluation Board will review and approve such requests. The Board may consider petitions from such individuals to re-enter the program without recompeting when a quota has been vacated. There is no guarantee, however, that individuals who elect to leave the program will be reinstated.

f. Participants will normally be restricted to the program length stipulated in their IDP. Evaluation Boards may, however, grant extensions of up to 2 years if extraordinary workload or a change in assignment prevented the completion of required activities.

g. Participants will be graduated from the program when all required developmental activities have been completed and the mentor and supervisor certify the accomplishment of developmental objectives. A certificate of achievement, recognizing program completion, will be awarded by NAEI upon the recommendation of the participant's Evaluation Board. Certificates of graduation will be issued only once a year, in April.

9. Administrative Controls . Field SEMDP officials are required to maintain the following information for periodic reporting to NAEI (NAEI will maintain the information for headquarters participants):

- a. names and titles of SEMDP evaluation board members;
- b. a list of program participants and their grades, gender, ethnicity, education, and career promotions;
- c. IDPs of program participants and approved revisions;
- d. names and titles of mentors;
- e. a record of annual participant progress;
- f. statistics on series, grade, gender, and ethnicity of applicants and selectees; and
- g. a list of individuals who have been graduated or separated from the program including those who have retired or left the activity.

10. Program Evaluation .

a. NAEI will track participant data to ensure accomplishment of program objectives and responsiveness to the Command/PEOs/DRPM.

b. NAEI will report annually on program status to the Naval Aviation Systems Team Executive Steering Committee.

c. NAEI will work closely with the SEMDP officials at each field activity to ensure local implementation efforts are effective in accomplishing program objectives and responding to needs.

NAVAIRINST 12412.1D  
6 January 1993

SENIOR EXECUTIVE MANAGEMENT DEVELOPMENT PROGRAM  
COMPETENCIES

NAVAIRINST 12412.1D  
6 January 1993

This Page Intentional Left Blank

Encl (2)



SENIOR EXECUTIVE MANAGEMENT DEVELOPMENT PROGRAM  
COMPETENCIES

1. MANAGING EXTERNAL RELATIONS
  - a. Understands customer needs and perspectives.
  - b. Factors social, economic, and political developments into decision-making.
  - c. Understands the formal and informal bureaucratic processes of relevant higher echelon and outside organizations.
  - d. Integrates higher echelon policies and priorities in programs and operations.
  - e. Conceptualizes areas of potential opportunity or needed change.
2. REPRESENTING AND COORDINATING
  - a. Exercises a corporate outlook and approach.
  - b. Enhances the organization's legitimacy and reputation with higher echelons, customers, and outside groups.
  - c. Communicates and interacts effectively.
  - d. Keeps superiors, customers, subordinates, and counterparts informed of important actions, problems, and developments.
  - e. Represents, markets, and negotiates on behalf of the organization both internally and externally.
  - f. Identifies and removes barriers to effective team work with other organizations.
  - g. Facilitates successful transitions.

3. PLANNING AND
  - a. Articulates a clear vision of the LEADING organization's mission and values.
  - b. Formulates plans, strategies, and priorities responsive to organizational and corporate goals and objectives.
  - c. Makes sound and timely decisions.
  - d. Designs organizational processes to maximize quality and efficiency of work.
  - e. Defines roles and tasks and gives clear instructions.
  - f. Provides appropriate guidance to subordinates.
  - g. Encourages creative approaches to problem solving.
  - h. Effectively utilizes basic management support systems.
4. MANAGING MATERIAL AND FINANCIAL RESOURCES
  - a. Identifies and projects future requirements.
  - b. Understands financial management systems and applies appropriate techniques.
  - c. Assures adherence to established procurement policies and procedures.
  - d. Optimize the use of resources and reallocates effectively to meet new priorities.
  - e. Assures the availability of adequate supplies, equipment, and facilities.
  - f. Takes positive steps to continuously improve work environments.

5. DEVELOPING AND UTILIZING HUMAN RESOURCES
  - a. Understands manpower management personnel, and EEO policies and processes.
  - b. Assembles a capable staff.
  - c. Creates an organizational climate that enhances morale and removes barriers to professionalism.
  - d. Mediates interpersonal conflict.
  - e. Fosters group problem solving and cohesive teamwork.
  - f. Builds commitment to continuous improvement.
  - g. Assures that needed training is provided and promotes the career development of subordinates.
  - h. Develops and pursues a self development program.
6. MONITORING AND REVIEWING RESULTS
  - a. Establishes information systems that accurately reflect organizational activities and operations.
  - b. Monitors execution of established plans and evaluates effectiveness of results in meeting organizational objectives.
  - c. Solicits and utilizes customer feedback constructively.
  - d. Adapts plans and operations to address changing requirements.
  - e. Assures continuous analysis of operational processes to promote productivity and quality improvements.
  - f. Implements accountability and internal control mechanisms.

- g. Assures adherence to high ethical standards.
- 7. MAINTAINING  
TECHNICAL/  
FUNCTIONAL  
EXPERTISE
  - a. Achieves and maintains a high level of technical expertise and credibility.
  - b. Keeps up to date on developments within areas of technical expertise and other relevant disciplines.
  - c. Maintains effective networks with outside experts.
  - d. Participates actively in professional associations.
- 8. PROMOTING  
TECHNICAL/  
FUNCTIONAL  
EXPERTISE
  - a. Evaluates emerging technical innovations and promotes integration within ongoing activities.
  - b. Assures the technical quality of organizational products and services.
  - c. Provides sound technical advice both internally and externally.
  - d. Deals effectively with technical personnel on multidisciplinary issues .
  - e. Provides advice and serves as a role model to younger professionals.
  - f. Promotes greater awareness and understanding of technical discipline among non-specialists.

NAVAIRINST 12412.1D  
6 January 1993

SENIOR EXECUTIVE MANAGEMENT DEVELOPMENT PROGRAM  
SELECTION PROCESS

NAVAIRINST 12412.1D  
6 January 1993

This Page Intentional Left Blank

Encl (3)

**(See NAVAIRINST 12412.1D)**

[illegible]

NAVAIRINST 12412.1D  
6 January 1993

Encl (3)





NAVAIRINST 12412.1D  
6 January 1993

Encl (3)

NAVAIRINST 12412.1D  
6 January 1993

Encl (3)

**C. Briefly describe significant experience and/or accomplishments that demonstrate your potential to excel in the following competency areas.**

**Managing External Relations**

**Representing and Coordinating**

NAVAIRINST 12412.1D  
6 January 1993

Encl (3)

**Planning and Leading**

**Managing Material and Financial Resources**

NAVAIRINST 12412.1D  
6 January 1993

Encl (3)

**Developing and Utilizing Human Resources**

**Monitoring and Reviewing Results**



NAVAIRINST 12412.1D  
6 January 1993

Encl (3)

**D. Briefly describe significant experience and/or accomplishments that demonstrate a high level of expertise within your technical discipline or functional field.**

NAVAIRINST 12412.1D  
6 January 1993

Encl (3)

**E. Please list any other factors that the Evaluation Board should consider in evaluating your application.**

**F. Describe your principal career goals within the next 5-10 years.**

NAVAIRINST 12412.1D  
6 January 1993

Encl (3)

**G. Discuss your expectations of the Senior Executive Management Development Program (SEMDP).**

NAVAIRINST 12412.1D  
6 January 1993

Encl (3)

**H. SUPERVISORY ENDORSEMENT. Please comment on: (1) the applicant's professional ability, organizational commitment, and potential for advancement ; (2) the extent to which you believe the applicant's career goals would benefit the Navy as a whole; and (3) the extent to which you believe the SEMDP would help to achieve them.**

<b>Name (typed)</b>	<b>Signature</b>	<b>Date</b>
<b>Title</b>	<b>Office</b>	<b>Code</b>
<b>Telephone</b>	<b>Period of Supervision</b>	



NAVAIRINST 12412.1D  
6 January 1993

Encl (3)

**I. RECOMMENDATION. Please add your comments regarding the applicant's qualifications for the program and career potential.**

<b>Name (Typed)</b>	<b>Signature</b>	<b>Date</b>
<b>Title</b>	<b>Office</b>	<b>Code</b>

NAVAIRINST 12412.1D  
6 January 1993

Encl (3)

## **SENIOR EXECUTIVE MANAGEMENT DEVELOPMENT PROGRAM**

### **APPLICATION GUIDELINES**

#### **1. SELECTION PROCESS**

- a. **Nominations will consist of a completed application form (NAVAIR 12412/7(11/92) and a copy of all of your performance appraisals for the previous three years. The application should be typed (you may duplicate this form on a wordprocessor, but you must create a replica - you may not exceed the space provided for any item). Headquarters applicants should submit nominations to AIR-7112. Field activity applicants should follow locally published guidelines.**
- b. **Nominations will be rated and ranked by group and activity Evaluation Boards on the following factors:**
  - (1) Demonstrated Managerial Potential (0-30)**
  - (2) Technical/Functional Proficiency (0-30)**
  - (3) Professional Performance (0-30)**
  - (4) Clarity of Career Goals (0-10)**
- c. **Evaluation Boards will conduct interviews of top ranked applicants before making their final selections. Applicants will be notified of their Board's decisions in early April.**

#### **2. APPLICATION FORM INSTRUCTIONS. The following information is provided to assist you in completing your application. Your responses should be concrete, concise, and confined to the spaces allotted on the form. Do not attach continuation sheets or other supporting materials.**

- a. **Education. Specify degrees, dates conferred, your major field(s) of study, and institutions attended. Also cite major non-degree programs (e.g., Program Managers Course at DSMC or ICAF). Summarize other technical, supervisory, and managerial training.**
- b. **Work History. Outline your professional work history using the format provided. (do not include any explanation of duties here).**
- c. **Demonstrated Managerial Potential. Draw on your education, training, professional work history, and other experience to demonstrate your potential to excel in the specified competency areas.**



- d. **Technical/Functional Proficiency.** Draw on your education, training, professional work history, and other experience to demonstrate your ability to analyze complex issues and provide sound advice within your field of specialization (e.g., logistics, budget analysis, contracting, engineering, personnel).
  - e. **Other Factors.** List any other factors that you would like the Evaluation Board to consider in evaluating your application (e.g., awards, membership or offices held in professional societies, significant publications, or community service).
  - f. **Career Goals.** Describe your career goals for the next 5 -10 year period in terms of your professional interests, types of positions or functions to which you aspire, and how these goals relate to the Naval Aviation Systems Team's mission.
  - g. **Expectations.** Why are you applying for the SEMDP? In what ways do you expect it to help you achieve your career goals?
  - h. **Supervisory Endorsement.** To be completed by your first level supervisor.
  - i. **Recommendation.** To be completed by your second level supervisor, a former supervisor, or someone else in a position to know your potential. Members of your cognizant Evaluation Board should not be approached to complete this section.
3. **PRIVACY ACT STATEMENT.** Chapter 41 of Title 5 U.S.C. provides the authority to request this information. It will be used by group and activity Evaluation Boards to rate and rank applicants and by the Naval Aviation Executive Institute to provide required reports to DON training systems. Furnishing the requested information is voluntary; however, failure to do so may prevent processing and full consideration of your application.

(See NAVAIRINST 12412.1D)

**SENIOR EXECUTIVE MANAGEMENT DEVELOPMENT PROGRAM  
APPLICANT RATING**

Total Score

APPLICANT \_\_\_\_\_ SERIES/GRADE \_\_\_\_\_ CODE \_\_\_\_\_

**I. DEMONSTRATED MANAGERIAL POTENTIAL: Rate the applicant's level of accomplishment in the following competency areas.**

	Minimal		Moderate		Extensive
	(1)	(2)	(3)	(4)	(5)
Managing External Relations	_____	_____	_____	_____	_____
Representing and Coordinating	_____	_____	_____	_____	_____
Planning and Leading	_____	_____	_____	_____	_____
Managing Material and Financial Resources	_____	_____	_____	_____	_____
Developing and Utilizing Human Resources	_____	_____	_____	_____	_____
Monitoring and Reviewing Results	_____	_____	_____	_____	_____

Total

COMMENTS:

NAVAIRINST 12412.1D  
6 January 1993

Encl (3)



**II. TECHNICAL/FUNCTIONAL PROFICIENCY. Rate the applicant's current level of technical proficiency in his or her career field.**

<b>Marginal</b>			<b>Acceptable</b>			<b>Outstanding</b>
(0)	(5)	(10)	(15)	(20)	(25)	(30)

COMMENTS:

Total

**III. PROFESSIONAL PERFORMANCE. Rate the applicant's capacity to successfully complete the program while maintaining a high level of performance on the job.**

<b>Marginal</b>			<b>Acceptable</b>			<b>Outstanding</b>
(0)	(5)	(10)	(15)	(20)	(25)	(30)

COMMENTS:

Total

**IV. CAREER GOALS. To what extent does the applicant demonstrate a clear, realistic understanding of his or her career goals, developmental objectives, and expectations of the program?**

<b>Marginal</b>		<b>Acceptable</b>		<b>Outstanding</b>
(0)		(5)		(10)

COMMENTS:

Total

Rater's Signature

Date

NAVAIRINST 12412.1D  
6 January 1993

Encl (3)

(See NAVAIRINST 12412.1D)

SENIOR EXECUTIVE MANAGEMENT DEVELOPMENT PROGRAM APPLICANT RATING SUMMARY							
Applicant		Series/Grade				Code	
Rating Factors	Board Members						Average Score
1. Demonstrated Managerial Potential							
2. Technical/ Functional Proficiency							
3. Professional Performance							
4. Career Goals							
<p><b>COMMENTS:</b></p> <div style="text-align: right;"> <p><b>TOTAL SCORE</b> <span style="border: 1px solid black; display: inline-block; width: 50px; height: 30px; vertical-align: middle;"></span></p> </div>							
Board Chairperson (signature)						Date	

NAVAIR 12412/9 (11/92)

Encl (3)

NAVAIRINST 12412.1D  
6 January 1993

Encl (3)

(See NAVAIRINST 12412.1D)

SENIOR EXECUTIVE MANAGEMENT DEVELOPMENT PROGRAM APPLICANT RANKINGS				
RANK	APPLICANT	SERIES/GRADE	CODE	SCORE
COMMENTS:				
Board Chairperson (signature)			Date	

NAVAIRINST 12412.1D  
6 January 1993

Encl (3)

NAVAIRINST 12412.1D  
6 January 1993

SENIOR EXECUTIVE MANAGEMENT DEVELOPMENT PROGRAM  
INDIVIDUAL DEVELOPMENT PLAN

NAVAIRINST 12412.1D  
6 January 1993

This Page Intentional Left Blank



SENIOR EXECUTIVE MANAGEMENT DEVELOPMENT PROGRAM  
INDIVIDUAL DEVELOPMENT PLAN

PRIVACY ACT STATEMENT

SECTIONS 1302, 3301 AND 3304 OF TITLE 5, U.S. CODE PROVIDE THE AUTHORITY FOR REQUESTING THIS INFORMATION. FAILURE TO PROVIDE THE REQUESTED INFORMATION MAY RESULT IN INELIGIBILITY FOR THE SENIOR EXECUTIVE MANAGEMENT DEVELOPMENT PROGRAM. YOUR SOCIAL SECURITY NUMBER WILL BE USED FOR RECORD IDENTIFICATION PURPOSES ONLY.

NAME \_\_\_\_\_ SERIES/GRADE \_\_\_\_\_

ORGANIZATION  
ACTIVITY AND CODE \_\_\_\_\_ POSITION TITLE \_\_\_\_\_

OCCUPATIONAL AREA \_\_\_\_\_ SOCIAL SECURITY  
NUMBER \_\_\_\_\_

THE INDIVIDUAL DEVELOPMENT PLAN CONTAINED HEREIN IS APPROVED. APPROVAL SIGNIFIES AGREEMENT TO IMPLEMENTATION TO THE EXTENT THAT WORKLOAD AND FUNDING ALLOW. EMPLOYEE STILL HAS RESPONSIBILITY FOR APPLYING BY NORMAL PROCEDURES FOR EACH TRAINING COURSE OR ASSIGNMENT LISTED. FORMAL TRAINING REQUIREMENTS WILL BE ENTERED BY THE EMPLOYEE INTO THE HEADQUARTERS OR ACTIVITY ANNUAL TRAINING PLAN. ANY MODIFICATIONS TO THIS PLAN MUST BE APPROVED BY THE UNDERSIGNED OR SUCCESSORS.

EMPLOYEE \_\_\_\_\_ DATE \_\_\_\_\_ SEMDP COORD (FLD)  
OR NAEI (HQ) \_\_\_\_\_ DATE \_\_\_\_\_

SUPERVISOR \_\_\_\_\_ DATE \_\_\_\_\_ EVALUATION BOARD \_\_\_\_\_ DATE \_\_\_\_\_

MENTOR \_\_\_\_\_ DATE \_\_\_\_\_

NAVAIRINST 12412.1D  
6 January 1993

Encl (4)



**SHORT TERM CAREER GOALS. State your career goals for the next 3 to 5 years.**

**LONG TERM CAREER GOALS. State your career goals for the next 5 to 10 years.**

NAVAIRINST 12412.1D  
6 January 1993

Encl (4)

COMPETENCY	DEVELOPMENTAL OBJECTIVES ( <i>knowledge, skills, abilities</i> )	DEVELOPMENTAL ACTIVITIES	Date Compl
MANAGING EXTERNAL RELATIONS		<ul style="list-style-type: none"> <li>• <i>Washington Arena Seminar (NAEI).</i></li> <li>• <i>Capitol Hill Workshop or Congressional Affairs Seminar (field personnel) (NAEI).</i></li> <li>• <i>Politics of National Security Seminar (NAEI).</i></li> </ul>	
REPRESENTING AND COORDINATING		<ul style="list-style-type: none"> <li>• At least 1 visit to each of the following (those I have not been assigned to or toured): NAVAIR HQ _____ Depot _____ RDT&amp;E Act _____ Priv Indus _____</li> <li>• Rotational assign't to: _____.</li> </ul>	

NAVAIRINST 12412.1D  
6 January 1993

Encl (4)

COMPETENCY	DEVELOPMENTAL OBJECTIVES ( <i>knowledge, skills, abilities</i> )	DEVELOPMENTAL ACTIVITIES	Date Compl
PLANNING AND LEADING		<ul style="list-style-type: none"> <li>• <i>Contemporary Management Issues and Practices</i> (NAEI).</li> <li>• Attend at least 2 HQ/activity lectures or special presentations each year in program.</li> </ul>	
MANAGING MATERIAL AND FINANCIAL RESOURCES			



NAVAIRINST 12412.1D  
6 January 1993

Encl (4)

COMPETENCY	DEVELOPMENTAL OBJECTIVES ( <i>knowledge, skills, abilities</i> )	DEVELOPMENTAL ACTIVITIES	Date Compl
DEVELOPING AND UTILIZING HUMAN RESOURCES		<ul style="list-style-type: none"> <li>• <i>Executive Leadership and Career Development Workshop (NAEI).</i></li> <li>• At least 80 hrs of basic supervisory training:</li> </ul>	
MONITORING AND REVIEWING RESULTS		<ul style="list-style-type: none"> <li>• Total Quality Leadership (TQL) course.</li> <li>• Participate on at least 1 PAT, QMB, or "corporate" project.</li> <li>• Write a report on how I've implemented TQL in my organization &amp; present to Board.</li> </ul>	

NAVAIRINST 12412.1D  
6 January 1993

Encl (4)

COMPETENCY	DEVELOPMENTAL OBJECTIVES ( <i>knowledges, skills, abilities</i> )	DEVELOPMENTAL ACTIVITIES	Date Compl
MAINTAINING TECHNICAL OR FUNCTIONAL EXPERTISE			
PROMOTING TECHNICAL OR FUNCTIONAL EXCELLENCE			

NAVAIRINST 12412.1D  
6 January 1993

Encl (4)

NAME \_\_\_\_\_  
ACTIVITY OR AIR CODE \_\_\_\_\_

FY -	DEVELOPMENTAL ACTIVITIES	SOURCE (# hrs if formal trng)	QUARTER	Date Completed
FY -				

NAVAIRINST 12412.1D  
6 January 1993

Encl (4)

NAME \_\_\_\_\_  
ACTIVITY OR AIR CODE \_\_\_\_\_

FY -	DEVELOPMENTAL ACTIVITIES	SOURCE (# hrs if formal trng)	QUARTER	Date Completed
FY -				



NAVAIRINST 12412.1D  
6 January 1993

Encl (4)

NAME \_\_\_\_\_  
ACTIVITY OR AIR CODE \_\_\_\_\_

FY -	DEVELOPMENTAL ACTIVITIES	SOURCE (# hrs if formal trng)	QUARTER	Date Completed
FY -				

NAVAIRINST 12412.1D  
6 January 1993

Encl (4)

NAVAIRINST 12412.1D  
6 January 1993

This Page Intentional Left Blank

Encl (4)

NAVAIRINST 12412.1D  
6 January 1993

SENIOR EXECUTIVE MANAGEMENT DEVELOPMENT PROGRAM  
SEMIANNUAL PROGRESS REVIEW

NAVAIRINST 12412.1D  
6 January 1993

This Page Intentionally Left Blank

(See NAVAIRINST 12412.1D)

SENIOR EXECUTIVE MANAGEMENT DEVELOPMENT PROGRAM SEMI-ANNUAL PROGRESS REVIEW				
NAME	SERIES/GRADE	CODE	TELEPHONE	
MENTOR NAME/ORG	INCLUSIVE DATES OF REVIEW		DATE OF ENTRY INTO PROGRAM	
DEVELOPMENTAL ACTIVITIES COMPLETED	DATE	DEVELOPMENTAL ACTIVITIES NOT COMPLETED	PROBLEMS ENCOUNTERED	

NAVAIRINST 12412.1D  
6 January 1993

Encl (5)





<b>PARTICIPANT'S COMMENTS:</b>			
<b>SUPERVISOR'S COMMENTS/RECOMMENDATIONS:</b>			
<b>MENTOR'S COMMENTS/RECOMMENDATIONS:</b>			
<b>SEMDP COORDINATOR OR NAEI RECOMMENDATIONS:</b>			
<b>PARTICIPANT (SIGNATURE)</b>	<b>DATE</b>	<b>SUPERVISOR (SIGNATURE)</b>	<b>DATE</b>
<b>MENTOR (SIGNATURE)</b>	<b>DATE</b>	<b>SEMDP COORDINATOR OR NAEI (SIGNATURE)</b>	<b>DATE</b>

NAVAIR 12412/12 (11/92) PAGE 2 OF 2

NAVAIRINST 12412.1D  
6 January 1993

Encl (5)

NAVAIRINST 12412.1D  
6 January 1993

This Page Intentionally Left Blank

Encl (5)